

# Addressing Homelessness in San Diego Region

County Behavioral Health Advisory Board Presentation, Nov 7, 2019

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**Regional Task Force  
on the Homeless**

# Regional Task Force on the Homeless (RTFH)

- 501c3 Non-Profit and Continuum of Care (CoC) lead agency for the San Diego Region.
- 31 member board that represents; service providers, elected officials, housing authorities, health partners, education, law enforcement, business interests, religious organizations, funders, employment, technology and consumers (people with lived experience)
- 200+ Membership organization
- Regional Collective Impact Focus and Planning

# RTFH Overview

- HUD Continuum of Care (CoC) Planning Body
- Collaborative applicant for CoC funding - \$24M
- Coordinated Entry System (CES)
- Homeless Management Information System (HMIS)
- Point in Time Count (PITC)
- Policy, Best Practice, Training and Technical Assistance
- Funder – HEAP \$18.8M & YHDP \$7.9M – 2yrs

# Continuum of Care Planning Role

- Strategic regional planning to coordinate a system of service providers, housing resources and other supports
- Coordinate and align funding and strategies around goals, measures and outcomes
- Work: Reduce and End Homelessness in San Diego County
  - Goal: Homelessness is Rare, Brief and non-recurring
- **HUD**, a **CoC** is “a community plan to organize and deliver housing and services.. it includes action steps to end homelessness and prevent a return to homelessness.”

# Goal: REDUCE & END HOMELESSNESS in San Diego County

Rare, Brief and Non-Recurring

## HOUSING FIRST



Coordinated Effective Regional System

Principles: Housing Focused, People Centered, Data Informed and Efficient Use of Resources



Political Will



System Access



Emergency  
Response



System Exit



Infrastructure

Unified Leadership	CES	Unsheltered Outreach	Housing First	HMIS data
Process & Policy alignment	Coordinated Outreach	Diversion Prevention	CES Prioritized housing placements	Training
Common agenda	Unsheltered and Chronic focus	Housing focused shelter system	Targeted sub-population resources	Evaluation
Shared measures	Diversion Prevention	Rapid Rehousing	Housing stability supports	Capacity building
				Performance measures



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# How do Plans help communities address homelessness?

“To end homelessness, every community needs to be able to implement a systemic response and must endure for the long term.” USICH

San Diego County overview:

- population of nearly 3.5M
  - 18 Jurisdictions
- 4,261 sq. miles, just under 700 sq. miles are incorporated
  - Large and varied geography, different capacity

# Key elements in creating a plan:

- Good data – PIT, HMIS, System measures, HIC, additional data sets ie, census, housing stock, rental rates, ect
- Political will – align and coordinate, shared goals, identified leadership
- System mindset- consider all stakeholders regardless of funding sources, client experience, capacity, public
- Local understanding – client voice, assess needs, gaps, capacity, geography, providers



# San Diego City Community Action Plan on Homelessness

- Guiding force for the next 10 years
- Data played an integral role in development and is a foundation for the plan's next steps
- Clear goals, quantifiable metrics and identified data sources
- Check it out at the SDHC website:  
[https://www.sdhc.org/wp-content/uploads/2019/10/SD\\_Homeless\\_CSH\\_report\\_final\\_10-2019.pdf](https://www.sdhc.org/wp-content/uploads/2019/10/SD_Homeless_CSH_report_final_10-2019.pdf)

## GOALS WITHIN REACH

CSH has identified three goals that are within the City's reach within three years:

- 1 **Decrease** unsheltered homelessness by 50%
- 2 Finish the job of **ending Veteran homelessness**
- 3 **Prevent and end youth homelessness** as outlined in the San Diego County Coordinated Community Plan to End Youth Homelessness

## Background and Purpose

The San Diego Housing Commission (SDHC) contracted with the Corporation for Supportive Housing (CSH) to work in partnership with SDHC and its City partners to develop a new plan to guide the City's work on homelessness. Four key partners that manage public homeless funding and policy — SDHC, the Office of the Mayor, the City Council and the Regional Task Force on the Homeless (RTFH) — formed a steering committee to guide the development of the plan. This plan is the result of the community-driven engagement process led by this committee and CSH.

Stakeholders from across the City have contributed to the development of this call to action through a community-driven engagement process designed to build ownership of the plan and its priorities, articulate a common strategic vision, and ensure cross-agency alignment. CSH conducted focus groups, stakeholder briefings, data review and analysis to create this community plan.

## Overview of the Action Plan

Leaders across the City have all articulated a similar sentiment: ***The time to act is now, and we must act together.***

The plan is based on a set of guiding principles created through this community process including accountability, valuing the voices of persons with lived experience, improving housing and services options through evidence based approaches, and effective communication and collaboration. To accomplish the goals of the action plan, CSH recommends the following strategies:

1. Implement a systems-level approach to homeless planning.
2. Create a client-centered homeless assistance system.
3. Decrease inflow into homelessness by increasing prevention and diversion.
4. Improve the performance of the existing system.
5. Increase the production of/access to permanent solutions.



# UPDATE: CITY OF SAN DIEGO ACTION PLAN ON HOMELESSNESS

On October 14, 2019, the San Diego City Council unanimously accepted the [City of San Diego Community Action Plan on Homelessness](#).

Through a contract with SDHC on behalf of the City, the Corporation for Supportive Housing (CSH), a nationally recognized consultant with broad expertise in the area of homelessness, developed this Community Action Plan.

The initial development of this plan included the creation of a Steering Committee that consisted of key staff members from major funding and policy-making agencies in the City of San Diego. The Steering Committee included Keely Halsey, Chief of Homelessness Strategies & Housing Liaison for the Office of Mayor Kevin L. Faulconer; Molly Chase, Chief of Staff for San Diego City Councilmember Chris Ward; Tamera Kohler, Chief Executive Officer of the Regional Task Force on the Homeless (RTFH); and Lisa Jones, Senior Vice President of Homeless Housing Innovations for SDHC. The Steering Committee supported the work of CSH through all phases of the plan development.

The participation and input of more than 200 members of the community, including individuals who have experienced homelessness and those who regularly work directly with individuals experiencing homelessness, contributed to the development of the goals, principles, recommendations and strategies in this Community Action Plan.

## Vision:

By working creatively and collaboratively, the City of San Diego will build a client-centered homeless assistance system that aims to prevent homelessness, and that quickly creates a path to safe and affordable housing and services for people who experience homelessness in our community.

## Goals Within Reach

In three years:

1. Decrease unsheltered homelessness by 50 percent
2. Finish the job of ending veteran homelessness
3. Prevent and end youth homelessness as outlined in the San Diego County Coordinated Community Plan to End Youth Homelessness

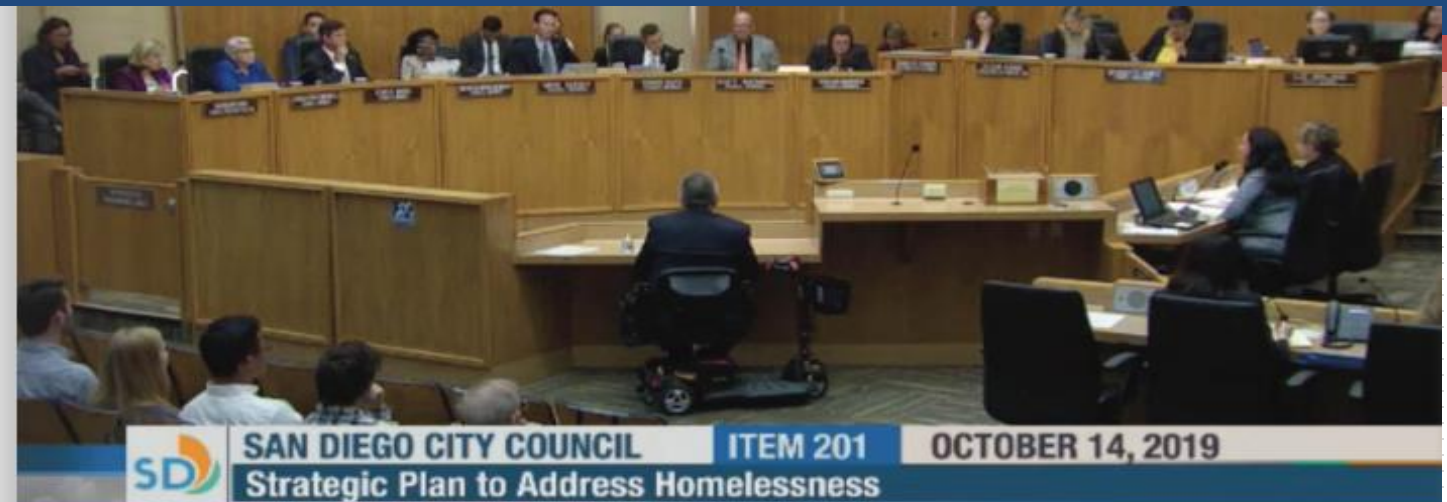
## Guiding Principles

System partners must rely on a set of principles to guide policy and funding decisions and build community cohesion.

- Be accountable
- Develop creative and new housing options
- Value the voices of people with lived experience
- Improve service and options to people experiencing homelessness through evidence-based approaches
- Make data-driven decisions and create transparency
- Communicate and collaborate more effectively and frequently
- Build capacity
- Create positive momentum
- Remove politics from decision-making about homelessness

## Recommended Actions

- Advance high impact solutions. Developing long-term housing takes time. Aggressive measures must be taken now, and the system needs to be flexible over time to meet changing needs and circumstances.
- Support strong leadership. Creation of a city-wide leadership council and project manager to keep progress on track.
- Invest in new housing and service options. Increase temporary crisis response solutions while also investing in permanent long-term units.
- Quickly address key issues. Address items needing immediate attention including adding behavioral health resources, outreach coordination, utilization of vouchers and appropriately staff entities implementing this plan.



## Key Strategies

1. **Implement a systems-level approach to homelessness planning.** Build capacity and infrastructure around city-level governance, strategic thinking and systems change to support the articulated goals.
2. **Create a client-centered homeless assistance system.** Create a homeless assistance system that centers around clients and values client feedback in system design and resource allocation.
3. **Decrease inflow through increase of prevention and diversion.** Work with other regional systems to prevent homelessness when possible and divert people from the system altogether.
4. **Improve the performance of the existing system.** Review current practices, performance and metrics to move from project-level thinking to system-level thinking.
5. **Increase the production of/access to permanent solutions.** Identify low-income and affordable housing options to increase opportunities to provide greater access to permanent housing.

## Permanent Housing Needs

- 5,416 permanent housing opportunities needed over the next 10 years for individuals and families experiencing homelessness:
  - New or rehabilitated supportive housing
  - Supportive housing leased in the private rental market
  - Rapid rehousing rental assistance with services for one year
  - Low-income housing rental assistance with services for three years
  - Homelessness diversion assistance
- Estimated cost: \$1.9 billion over 10 years
- Potential funding sources could include:
  - City bond measures to create funding for homelessness services and new supportive housing
  - State homeless assistance funding
  - Federal HOME Investment Partnerships Program funds, Section 8 Housing Choice Voucher rental assistance dedicated to addressing homelessness, and public housing units
  - Resources for services, including coordination with the County of San Diego
  - City funds, such as Affordable Housing Fund, City General Fund, or Special fees
  - Private philanthropy

## Crisis Response Actions

- 350-500 new crisis response beds or services needed to meet the needs of individuals and families experiencing homelessness and the estimated annual inflow into emergency shelters.
- Estimated cost: Approximately \$2.2 million per 100 new beds in annual operating costs
  - Potential additional capital costs if new Sprung structures are needed for shelters.
- The plan includes five actions for meeting the crisis response need for single individuals and three actions for meeting the need for families.



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## Next steps in RTFH CoC planning:

- San Diego City Homeless Action Plan – Oct 14<sup>th</sup>
- RTFH Regional Planning work with Focus Strategies
  - Incorporate San Diego City plan, Youth CCP and other plans
  - Engage and work with stakeholders regionally
  - Engage all 18 jurisdictions
- Early 2020 socialize regional action plan with stakeholders
- RTFH board adoption and Implementation of Action Plan



## Political will: Intergovernmental Roundtable

To facilitate coordinated regional action to address homelessness the RTFH convenes a quarterly gathering of mayors, council members, or senior management from all 18 cities and the County of San Diego to review the most up-to-date information on homelessness and system needs by jurisdiction.

Goal: Share the resources, data and availability of RTFH staff to help jurisdictions provide additional constructive programs and solutions.

# How does RTFH provide data to help address homelessness?



# Reports/Measures

- Longitudinal System Analysis (LSA)
- Point In Time Count
- Housing Inventory County
- Annual Homeless Report
- System Performance Measures
- Program Performance Dashboards
- Coming in 2020 Client level Dashboards

## System Performance Map

Households use different combinations of project types during the time they are served in the homeless system. These project type combinations are referred to as pathways. Each pathway has different average cumulative days homeless, exits to permanent housing and returns to the homeless system. The system map shows performance for the main project types in the homeless system and can be filtered to show performance for the main pathways.



All Households

All Pathways

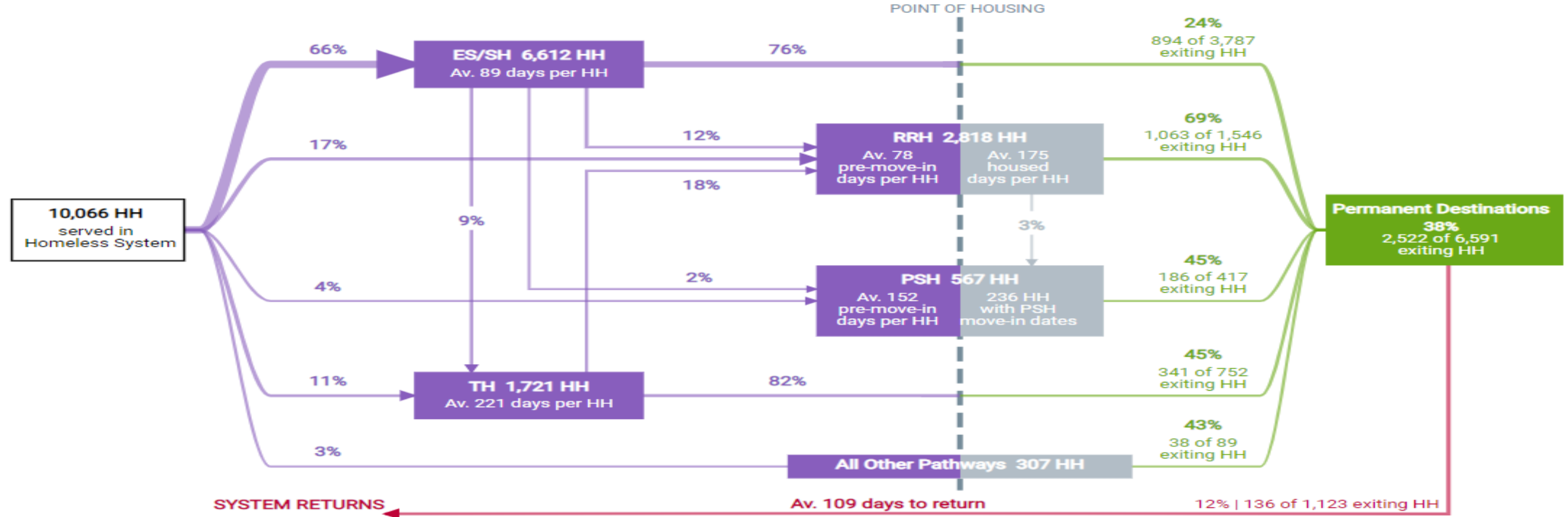
Emergency Shelter/Safe Haven (ES/SH),  
Transitional Housing (TH)  
RRH/PSH Prior to Housing move-in

Rapid Re-Housing (RRH),  
Permanent Supportive Housing (PSH)

Exits to  
Permanent Destinations

Returns

### 128 Days Homeless



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## Point in Time Count (PITC)

Building on HUD's guidance San Diego updated the methodology of our Point-in Time Count to a more engaged count. This engaged count took place over 3 days from Friday January 25th to Sunday January 27th.

2019 Count: 8102  
3626 sheltered, 4476 unsheltered

- New Components:
  - Unsheltered Engagement Surveying
  - Counting individuals not structures or vehicles
  - Infar-red/thermal imaging
  - Hospital Survey Pilot
  - Outreach staff lead



- Existing Components
  - Housing Inventory Count: Sheltered Count
  - Sheltered Surveying
  - Youth Count
  - Jail Surveying

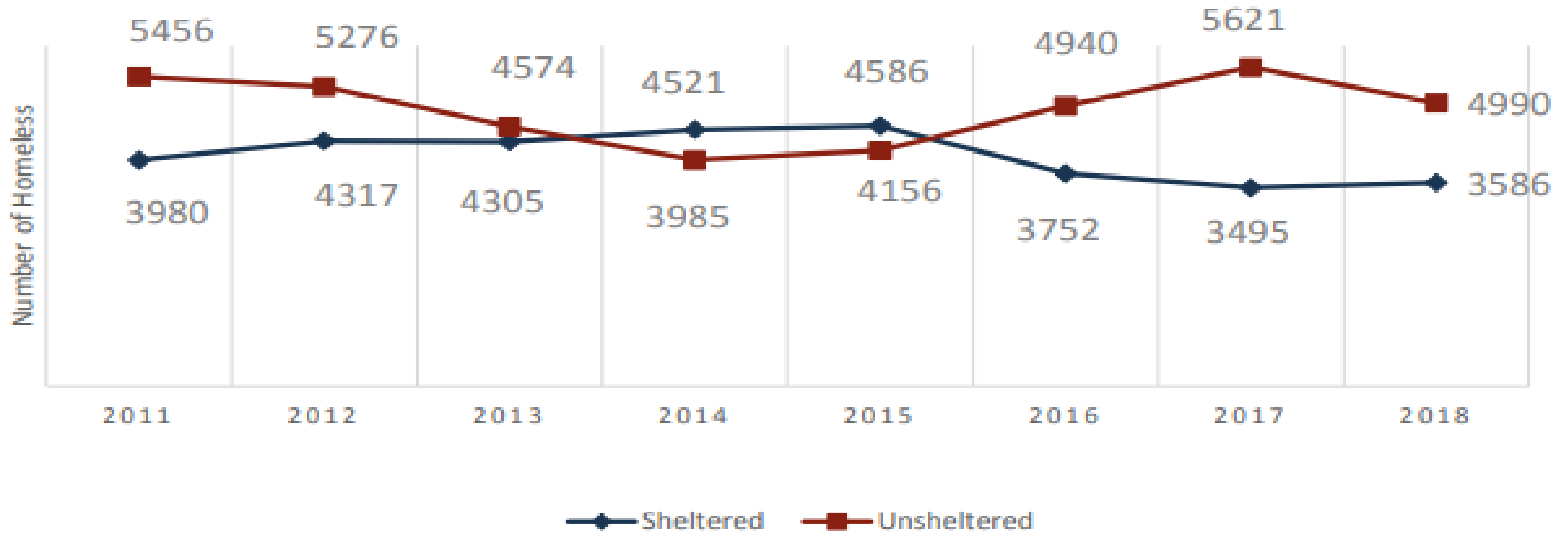


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# 2020 PITC Highlights

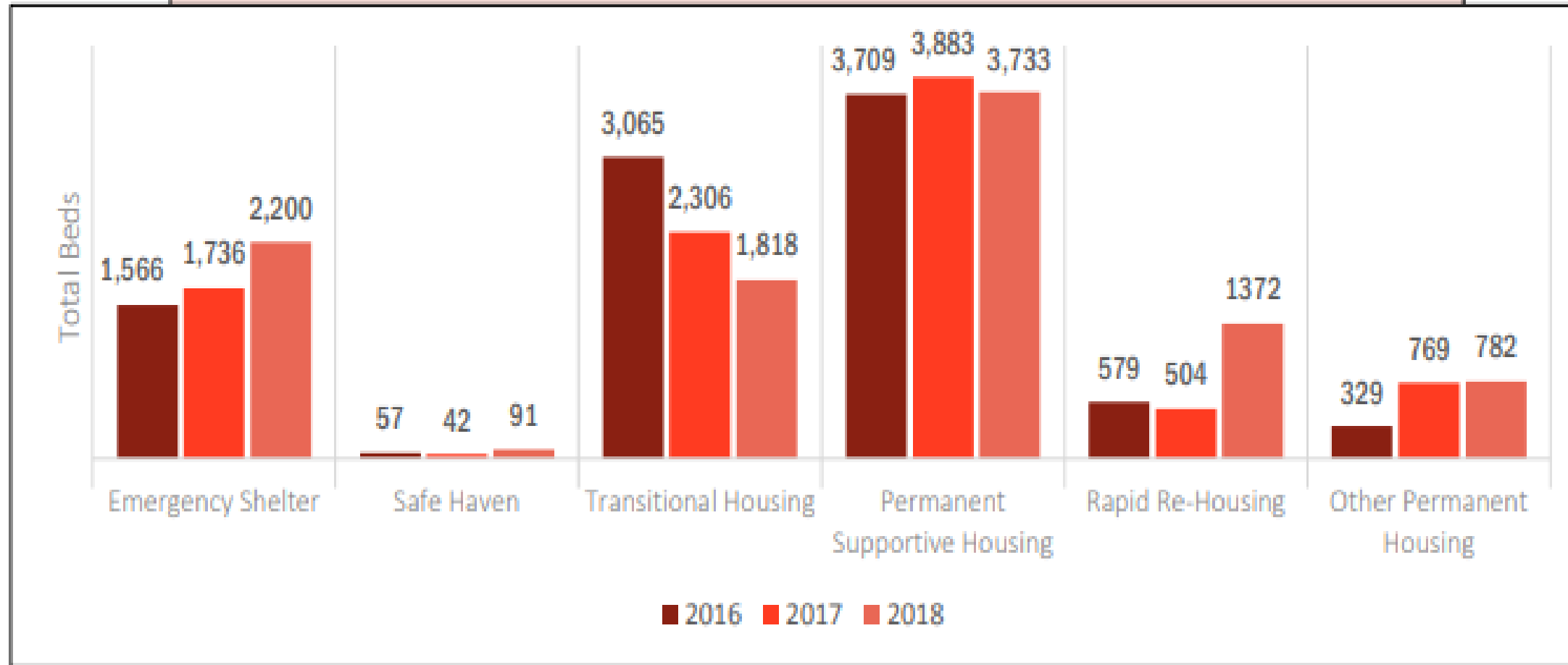
- Paper Survey —————> Mobile App
  - Stores data in real time
  - Geographic Information System (GIS)
  - Information stored in Command Center
- Outreach Led
- 3-Day Event
  - Beginning on **Thursday January 23, 2020**
  - Accommodates Outreach Workers Schedule

## Homelessness in San Diego County



# Housing Inventory Count

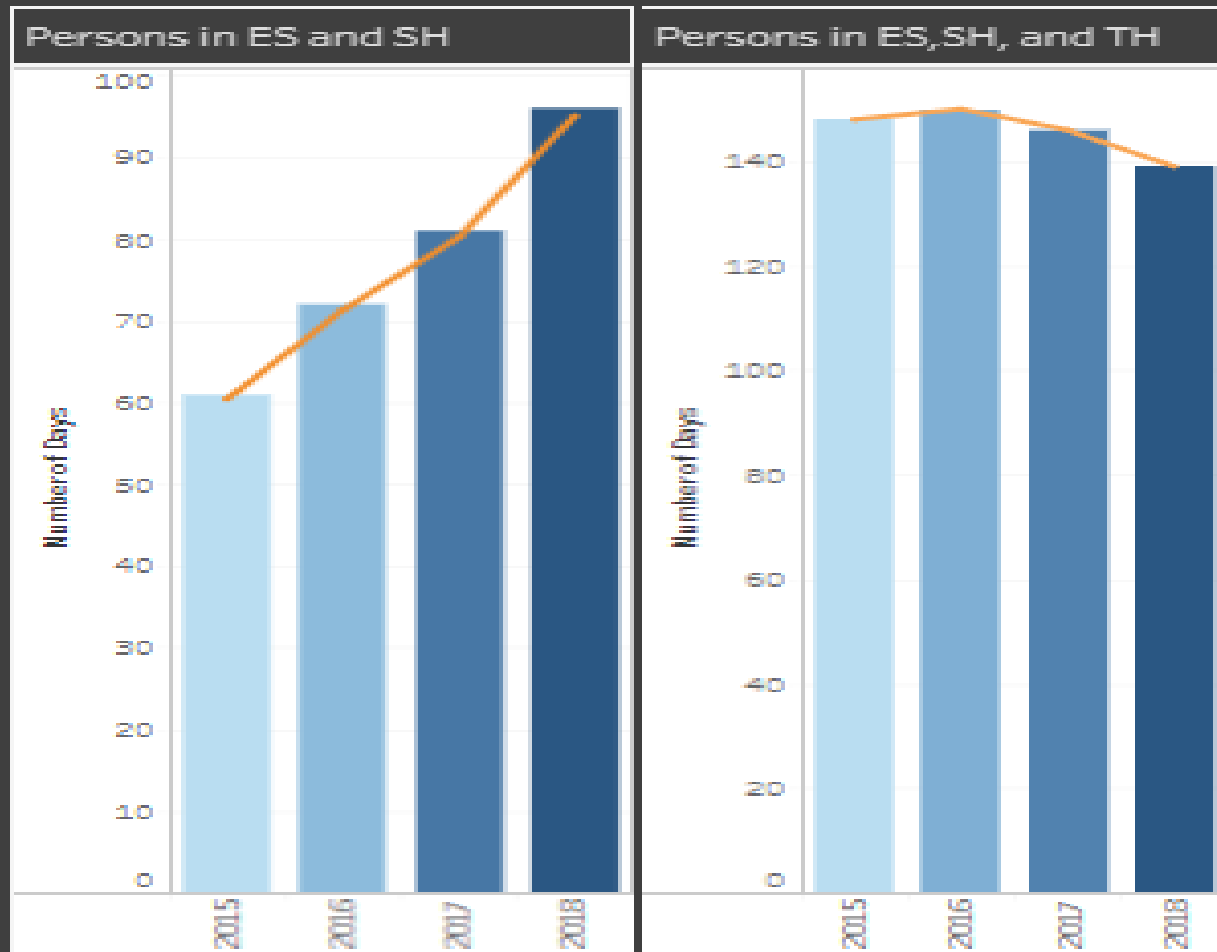
## Bed Inventory



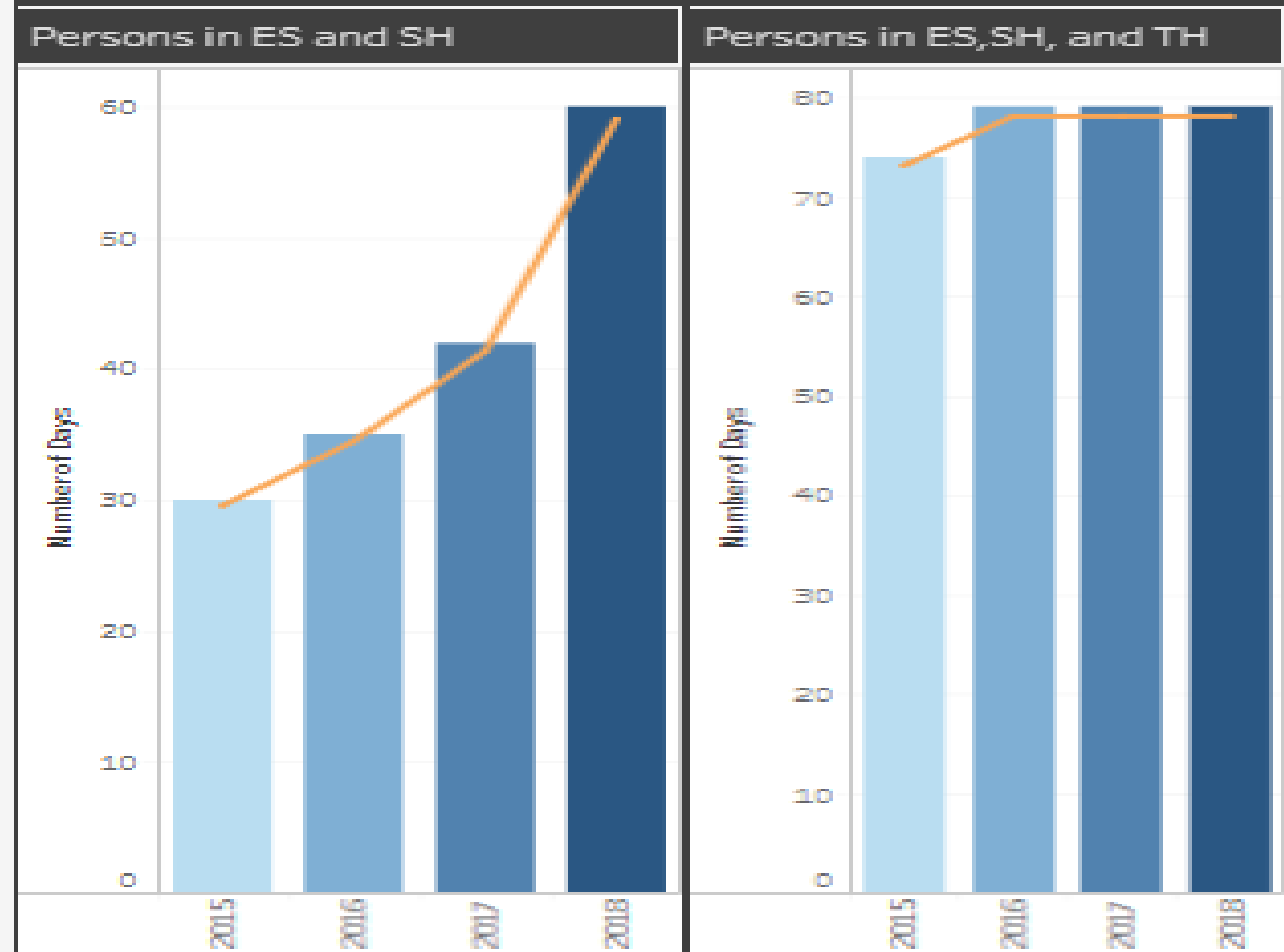
# System Performance Measure

## SPM1 - Length of Time Homeless

### Average Length of Time Homeless

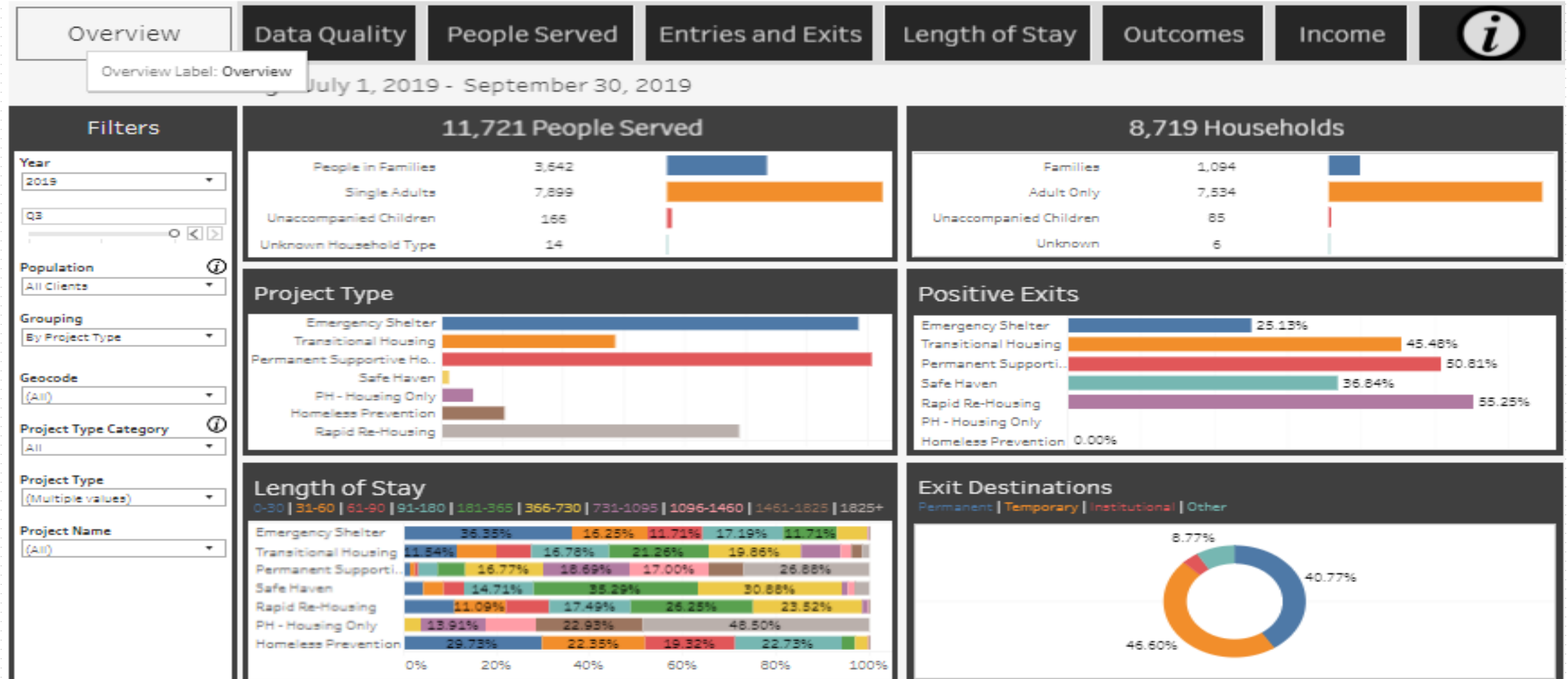


### Median Length of Time Homeless



# Project Performance Dashboard

To stay up to date on all of the latest changes and updates made to these dashboards, please visit our [release notes](#) page.



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# Focused Person Centered System and Service Provider Support

- Data Integration (CIE)
  - CES Prioritization
- Training & Technical Assistance
- Proven Strategies and Emerging Best Practices

# HMIS and CIE Data Integration



# System mindset: HUD Youth Homeless Demonstration Program

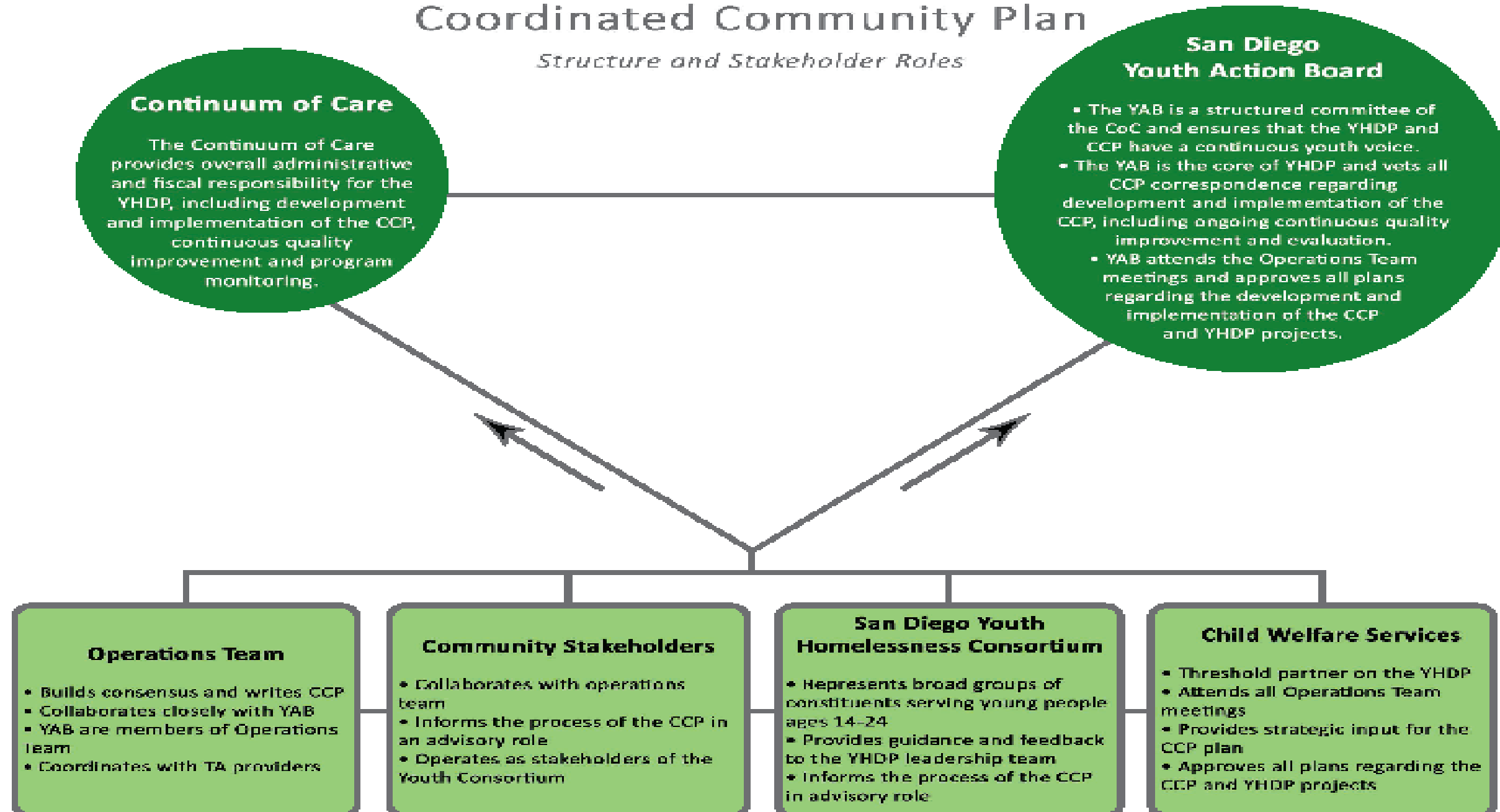
- July 2018 award of \$7.94M to address youth homelessness
- Innovative and meant to engage a Comprehensive Community Plan to prevent and end youth homelessness
  - Youth Led
  - 2 year awards begin in July 2019



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# San Diego YHDP Coordinated Community Plan

*Structure and Stakeholder Roles*



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# System Mindset: Proven Strategies and Emerging Best Practices

- Housing First
- Communities of Practice Learning
- Diversion
- Prevention
- Employment Experts
- Dedicated Street Outreach
- Flexible Housing Subsidy Pool
- Interim measures
- Increase PSH housing
- Discharge Planning

# Communities of Practice (CoP)

- CoP connect those with common interests and goals to work collaboratively
  - involve finding creative solutions to issues people face
  - harnessing the ideas, energy, and experience of frontline services
  - alongside homeless and vulnerably housed people
- They are designed to help understand and address challenges and barriers within the practice of our system and programs
  - such as how systems and processes can be improved, and how strategies to support the most vulnerable people in society might positively affect the work and outcomes instituted through the dedication of frontline staff, better meeting the needs of those individuals they support by including their voice throughout the process.



# Training & Technical Assistance



- HMIS & CES Training
- Diversion/Prevention
- Rapid Rehousing Learning Collaborative
- Best Practices on coordinated street outreach and engagement
- Case manager training on best practices, homeless system understanding and programs
- Empowering homeless consumer with information on homeless system



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# Street Outreach

Regional-Homeless Outreach Meeting (R-HOM) coordination with San Diego County– RTFH supported by funding from SDHC

As an example, coordinating efforts across the region for PITC outreach lead to engage those living on the streets, in encampments and vehicles

- Training and Technical Assistance

- Critical time intervention
- Trauma Informed
- Harm Reduction
- Motivational interviewing

- Develop an Outreach and Encampment Protocol as best practice for the region

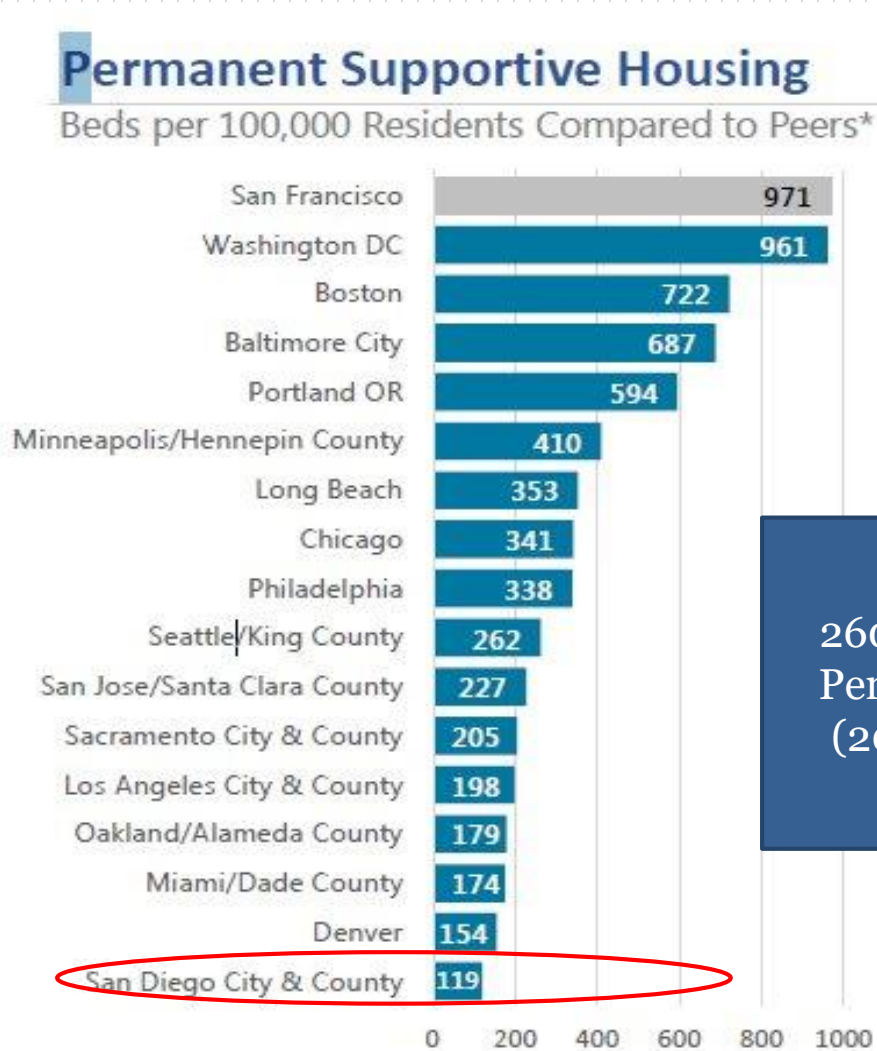


# Areas of collaboration with County HHS

- Supervisor Nathan Fletcher Vice Chair of RTFH board
- Whole Person Wellness – data and support of Service providers
- R-HOM
- CES – housing SMI populations
- POFA vouchers
- PITC – highest number of volunteers come from the County
- YHDP – CWC required partner
- Areas to coordinate data collection and sharing
- Planning coordination on funding sources – ESG, CESH, HHAP



# Local understanding: Need for More Permanent Supportive Housing Units



There are 1,378 total brick and mortar units of PSH in City  
(Another 1,570 PSH Vouchers)

2600 Unsheltered Persons in the City  
(2019 PIT Count)

1196 Chronically Homeless Households in the City  
(2019 PIT Count)

Occupancy rates of PSH Units are significantly higher than occupancy rates for PSH vouchers  
(About 90% vs 70%)

Data for Homeless Subpopulations and Permanent Supportive Housing are from 2017 and reported by Continuums of Care (CoC), as reported to HUD.

# Flexible Housing Subsidy Pool

- Public private partnership
- Provide flexible funds for housing related expenses to move people experiencing homelessness into stable housing
- Increasing housing capacity by master leasing or other options to secure units for a homeless population regardless of rental subsidy

**Implementation** of any community vision is the last, and **most important**, step in a community planning process – **Plan to Act!**





# Thank You

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